

BUDGET SUPPLEMENT NO: 3

May 24, 2007

SUBJECT: Outside Group Funding Request from Housing and Human Services Commission for Sunnyvale Community Services, Support Network for Battered Women, EHC Lifebuilders, Second Harvest Food Bank, and Cupertino Community Services.

BUDGET SUPPLEMENT REQUEST SUMMARY

The Housing and Human Services Commission (HHSC) has recommended the FY 2007/08 General Fund Allocation of \$36,042 for outside groups considered emergency service agencies to compensate for the loss of federal Community Development Block Grant (CDBG) funding. Approval of this request would provide \$30,471 to Sunnyvale Community Services; \$1,636 to Support Network for Battered Women; \$2,888 to EHC Lifebuilders; \$280 to Second Harvest Food Bank, and \$767 to Cupertino Community Services.

BACKGROUND

In 2005, in response to direction from City Council, staff undertook a yearlong review of the current funding process for nonprofit agencies. The review by staff was discussed with Council at a Study Session on September 27, 2005, and a report was presented to Council and adopted on April 11, 2006. At that time, a revised version of Council Policy related to human services was approved as Human Services Policy 5.1.3.

The Human Services Policy describes the roles of staff, the Housing and Human Services Commission (HHSC) and the Council in the implementation of this policy. It also describes the process through which outside groups can be funded; the methodology by which programs/services can be assessed; and an evaluation system that assures equity in the process of funding considerations by Council.

The revisions to the Human Services Policy provide that the Policy and funding process applies only to human service agencies, with funding support primarily from CDBG funds. The Policy also includes the following modifications:

- Funding to other outside groups traditionally supported by the City should be considered with all other City services as part of the General Fund budget process, in accordance with the policy on Relationships with Outside Groups. Support to these groups should be through the Special Agreement process.

- Council may choose to supplement CDBG funding of human service agencies with General Funds.
- The funding process should remain on a two-year cycle, and should begin with a recommendation (by HHSC) and adoption (by City Council) of priority human service funding needs. Following staff evaluation of proposals from agencies and audit of their past performance, HHSC should make recommendations to Council for allocation of CDBG funds, and recommendations to the City Manager (with copy to Council) of unmet needs which could be addressed with supplemental support from the General Fund.

The separation of outside groups into human service agencies and other public service agencies allows HHSC to focus on human service needs and the agencies which address them, and allows Council to consider services of other outside groups together with all other public services supported by the General Fund. It allows the CDBG funding cycle to take place in accordance with federal guidelines and schedules, completely separate from the City's budget adoption process. Nevertheless, it will continue to provide the opportunity for outside groups to seek and obtain support from the City from the General Fund, through the City's normal budget preparation and adoption process.

The new process stipulates that funding requests will be considered as part of the City's Special Projects Funding process, which is part of the City's Projects Budget process. The HHSC recommendation for supplemental funding to agencies seeking funding support from the City will be processed by the department staff liaison to the Commission. Funding requests must be submitted annually; the HHSC current request is for FY 2007/08.

Consistent with the procedural changes, at the meeting of March 28, 2007, the HHSC determined that the reduction of CDBG funding available to outside groups in FY 2007/08 has resulted in an unmet need for support to the emergency service agencies listed below. The HHSC recommended that the FY 2007/08 General Fund Allocation of \$36,042 be allocated to the agencies in the amounts listed below to compensate for the loss of federal funding.

Emergency Service Agencies	Recommended General Fund Support
Sunnyvale Community Services	\$ 30,471
Support Network Battered Women	1,636
EHC	2,888
Second Harvest Food Bank	280
Cupertino Community Services	767
Total	\$ 36,042*

*Total equals 100% of FY 2006/07 General Fund Levels

EXISTING POLICY

Housing and Community Revitalization Sub-Element:

Goal 2.3C – Promote and maintain a diversity in tenure, type, size, location and cost of housing to permit a range of individual choice for all current residents and those expected to become city residents as a result of normal growth processes and employment opportunities.

Policy 2.3C.1 – Attempt to maintain as many as possible of the existing rental units affordable to lower income families and seniors.

Policy 2.3C.1d – The City should encourage and assist non-profit housing organizations to develop 100 new low and very low income rental units within the City over the next five years.

Council Policy 5.1.3 – Human Services Policy, updated in April 2006. The Human Services Policy recognizes the need for Human Services and provides or supports services as deemed necessary in the community. These include but are not limited to the emergency services, senior services, disabled services, youth services and advocacy services.

DISCUSSION

Sunnyvale Community Services (SCS), Support Network for Battered Women, EHC Lifebuilders, Second Harvest Food Bank, and Cupertino Community Services are 501(c) 3, non-profit corporations that provide emergency services to residents who are homeless or at risk of becoming homeless. Services include food, shelter, counseling, case management and emergency rental and security deposit financial assistance. The Commission understood that the need for these services will increase as rents increase in the City. The January 2007 City of Sunnyvale – Vacancy and Rent Survey indicated that rents have been increasing over the past two years with an average increase of 21% since January 2005. Vacancy rates have dropped from a high of 7% in 2002 to a low of 2.37% this January, which is the lowest vacancy rate in the past five years. Only two rental properties have been developed in the past five years, and there are no new rental projects that have been submitted for development in the past three years. It is likely that market forces will continue to drive rents even higher than they are at present. The percentage of income paid towards the cost of housing is very high for most lower income households. The vulnerability of this income group is great, given that any unexpected expenditure, or loss of work or illness, may force a low income household to choose between the necessities of life (food and shelter).

Of the five agencies, Sunnyvale Community Services is the only organization that has received funding support from the City's General Fund for emergency support services for several years. The City's funding to SCS, and the number of Sunnyvale persons served by the program, are included in the following table:

<u>Fiscal Year</u>	<u>Sunnyvale Community Services Funding History</u>			<u>Households Served</u>	
	<u>CDBG Funding</u>	<u>City Funding</u>	<u>Total Funding</u>	<u>Financial Support</u>	<u>In-Kind Support</u>
2006/07	\$51,372	\$30,470	\$81,842	\$ 645*	\$7,855*
2006/07				637**	7,151**
2005/06	65,552	32,787	98,339	1,105	9,604
2004/05	73,656	20,000	93,656		6,516
2003/04	77,533	16,000	93,533		7,547

*Annual Goal

**Actual thru 1/1/07

Sunnyvale Community Services is the sole local agency that provides emergency financial support of rental assistance to households at risk of homelessness and security deposit assistance for homeless families. During the FY 2007/08 CDBG funding process, the agency requested a total of \$98,212. The approved CDBG funding was \$41,098 (RTC 07-157), which would assist approximately 75 households at an average cost of \$550 per household. The amount excludes the administrative costs of the agency and is direct benefit costs to each household that is assisted. The HHSC recommendation of \$30,471 in additional support from the General Fund would assist an additional 55 households. It would increase the total funding to SCS to 73% of the agency's original \$98,212 request for funding. The agency proposes to leverage City support with other public and private funding to assist in meeting the goals of the agency. The SCS funding proposal is attached (Attachment A).

SERVICE LEVEL IMPACT

Since FY 2003/04, funds from the City for Sunnyvale Community Services have been provided by the General Fund in accordance with the City's Outside Group Funding program. Support to "at risk" and homeless families are consistent with the goals of the Consolidated Plan and the City's housing goals, but are not offered by the City or incorporated into currently budgeted service

levels. As a result, there would be no impact to currently budgeted service levels.

FISCAL IMPACT

For FY 2007/08, the City Manager is recommending \$100,000 of the City's General Fund be used to support outside groups. Competing for these funds are a variety of groups providing social services, recreational services, and supporting community engagement.

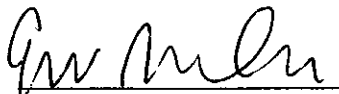
Approval of Budget Supplement #3 would earmark \$36,042 for the five emergency service agencies recommended by the HHSC. Alternatively, only Sunnyvale Community Services could be earmarked for funding.

Should Council approve funding requests, staff would amend the FY 2007/08 agreement between the City and the recipient agencies for CDBG-supported activities to include the designated funding level for the FY 2007/08.

ALTERNATIVES

1. Do not approve supplemental funds for Human Service agencies from the General Fund.
2. Approve the Housing and Human Services Commission recommendation via the \$100,000 Outside Group Funding Source Set-Aside for FY 2007/08 to: Sunnyvale Community Services (\$30,471); Support Network for Battered Women (\$1,636); EHC Lifebuilders (\$2,888); Second Harvest Food Bank (\$280), and Cupertino Community Services (\$767).
3. Approve the Housing and Human Services Commission recommendation for Sunnyvale Community Services only in the amount of \$30,471, via the \$100,000 Outside Group Funding Source Set-Aside for FY 2007/08.
4. Other direction as provided by Council.


Prepared by:


for Annabel Yurutucu, Housing Officer

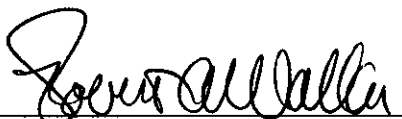
Reviewed by:


Robert Paternoster, Director of Community Development

Reviewed by:


for Mary J. Bradley, Director of Finance

Approved by:


for Amy Chan, City Manager

Attachments

Attachment A: *Sunnyvale Community Services FY 2007/08 Proposal*

**CITY OF SUNNYVALE
 YEAR-END PROGRAM ASSESSMENT
 OUTSIDE GROUP FUNDING
 Program Year 2005/06**

Contractor Name: Sunnyvale Community Services

Program Name: Emergency Assistance **Funding Source:** CDBG

Contract Award: \$65,552 **Funds Expended:** \$65,552

Contract Overview: Agency provides emergency assistance to low income, elderly, and/or disabled individuals or families who are residents of Sunnyvale. Services include help with rent, utility bills, medications, and other essential bills, as well as the provision of emergency or supplemental food, clothing and transportation vouchers.

Program Performance:

Objective:	Actual	Plan	% of Plan
Unduplicated clients served	10,870	656	1,657%

All program objectives have been met or exceeded. The agency has demonstrated good performance and the capacity to effectively provide the program (Policy 5.1.3).

Program/Activity Management:

A review of agency program records and source documentation found them to be accurate and complete.

Administrative Management:

The organization's administrative records, and policies and procedures that were reviewed were accurate and complete.

Fiscal Management & Compliance:

The agency demonstrates effective financial and management controls and appears to deliver services in a cost-effective manner (Policy 5.1.3). There are no identified areas of concern.

Recommended Follow-up or Corrective Action:

No corrective actions are recommended at this time.

CITY OF SUNNYVALE PROPOSAL EVALUATION

CDBG OUTSIDE GROUP FUNDING
FY 2007/08 – FY 2008/09

APPLICANT: Sunnyvale Community SERVICES PROGRAM NAME: Emergency Services

HUMAN SERVICES POLICY
FUNDING CATEGORY:Seed _____
Project _____Operational X
Emergency _____

CITY COUNCIL PRIORITY:

 Transportation services for seniors
 After school programs for "at-risk youth"
 Mental health services to facilitate access for residents of SunnyvaleCDBG ELIGIBLE ACTIVITY: Yes X No _____AMOUNT REQUESTED: \$ 98,212
New request _____ Previously funded X

HUMAN SERVICES POLICY COMPLIANCE:

A. Proposed service is consistent with an existing recognized city need, policy, goal or objective. Yes X No _____

B. Program qualifies under one of the four Proposal Funding Categories.

Yes X No _____C. Organization completed the application process in a timely manner and the application has been determined to be accurate and complete. Yes X No _____

8. Does the organization have effective management controls in operations?
 Yes X No

Review of organizational/operations effectiveness

9. Has the organization proposed a contingency plan, if city support is limited or eliminated in the future? Yes X No

10. The proposed program addresses one or more of the following factors:

A. Program addresses or is directly related to a General Plan policy or action statement including goals of the Housing and Community Revitalization Sub-Element of the General Plan and the 2005-2010 Consolidated Plan. Yes X No

B. Proposed program is a needed enhancement of an existing City program or program direction and can be better performed by an outside group rather than the City directly? Yes X No

C. Program has a diverse funding base and is not heavily reliant upon City funds.
 Yes X No

Diverse donor base
 City funding is 4.5% of total

D. Program has leveraged City funds with other funding sources to maximize services provision. Yes X No

Donations increase each year

FUNDING RECOMMENDATIONS

	Staff Recommendation	HHSC Recommendation
CDBG	\$	\$
HOME	\$	\$
Total	\$	\$

OUTSIDE AGENCY GROUP PERFORMANCE: 2004/05 AND 2005/06

Sunnyvale Community Services

2004/05	Service	Cum. Accompl. Totals	Plan Goal	% Ach.
	Emergency/Financial Assistance to individuals	6516	1938	336%
2005/06	Performance Indicators including Method of Payment*	Year Plan	YTD Actual	YTD Percent Achieved
	\$100 per each unduplicated Sunnyvale household receiving emergency assistance	656	10,870	1657%
	household served by Christmas Center	78	1,055	1353%

(CDBG)
(Gen)

2006/07 Mid-Year Evaluation				
	Performance Indicators including Method of Payment*	Mid-Year Plan	MID-YTD Actual	YTD Percent Achieved
	\$100.00 per each unduplicated Sunnyvale household receiving emergency assistance	322	6,734	2091%
	\$271.00 per unduplicated Sunnyvale household served by Christmas Center	64	1,124	1756%

Agency Name:
Sunnyvale Community Services

Requested Amount
\$98,212.00

Program Name:
Emergency Assistance

Notes:

ATTACHMENT APage 6 of 252007 HUMAN SERVICES AGREEMENT SINGLE APPLICATION
COVER SHEET

Priority Category: Operational funds
 Sponsoring Organization: Sunnyvale Community Services
 Contact Person: Nancy S. Tivol
 Title: Executive Director
 Mailing Address: 725 Kifer Rd. Sunnyvale CA 94086
 Telephone/Fax: (408) 738-0121
 Email: ntivol@svcommunityservices.org

Program Summary: (Use only the space provided below)

SCS is an emergency assistance agency. Our mission is to prevent homelessness and hunger for low-income families and seniors facing temporary crises. The assistance helps them to weather the crises and to avoid larger problems with more expensive solutions, both in terms of dollars and human lives. Included in the program is a full spectrum of services from information and referral, outreach and education, translation and cultural transition services to our to major emphases—financial aid and in-kind aid, primarily food.

Program Location: 725 Kifer Rd. Sunnyvale CA 94086

Estimated 2007 total agency budget: \$2,196,939

Performance Indicator(s): at least 1,090 financial assistance cases (152 with City funds)
at least 10,000 in-kind assistance cases (173 with City funds)

Total amount requested: \$ 98,212

Will the proposed activity:	Yes	No	
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Help prevent homelessness?
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Help the homeless?
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Help those with HIV or Aids? Not specifically targeted but provided with financial and in-kind aid if eligible.

ATTACHMENT APage 7 of 25

Provide public services (CDBG funds will be used for):

- | | |
|--|--|
| <input type="checkbox"/> Abused and Neglected Children | <input type="checkbox"/> Homeless Services |
| <input type="checkbox"/> AIDS Patients | <input type="checkbox"/> Public Safety Services |
| <input type="checkbox"/> Battered and Abused Spouses | <input type="checkbox"/> Recreation Programs |
| <input type="checkbox"/> Child Care Services | <input type="checkbox"/> Screening for Lead-Based Paint/Lead Hazards |
| <input type="checkbox"/> Crime Awareness | <input type="checkbox"/> Poisoning |
| <input type="checkbox"/> Education Programs | <input type="checkbox"/> Senior Services |
| <input type="checkbox"/> Employment Training | <input type="checkbox"/> Substance Abuse Services |
| <input type="checkbox"/> Fair Housing Activities | <input type="checkbox"/> Tenant/Landlord Counseling |
| <input type="checkbox"/> Handicapped Services | <input type="checkbox"/> Transportation Services |
| <input type="checkbox"/> Health Services | <input type="checkbox"/> Youth Services |

Our services are financial and in-kind aid for low-income families and seniors facing temporary crises, budget and supportive counseling, information and referrals, and outreach and education programs.

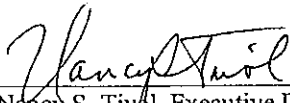
CERTIFICATION:

THE APPLICANT HEREBY PROPOSES TO PROVIDE THE SERVICES IN ACCORDANCE WITH THE FUNDING POLICIES OF THE CITY OF SUNNYVALE AS STATED IN THIS PROPOSAL. IF THIS PROPOSAL IS APPROVED AND FUNDED, IT IS AGREED THAT RELEVANT FEDERAL, STATE AND LOCAL REGULATIONS, AND OTHER ASSURANCES AS REQUIRED BY THE CITY OF SUNNYVALE, WILL BE ADHERED TO. FURTHERMORE, AS THE DULY AUTHORIZED REPRESENTATIVE OF THE APPLICANT ORGANIZATION, I CERTIFY THAT THE APPLICANT IS FULLY CAPABLE OF FULFILLING ITS OBLIGATION UNDER THIS PROPOSAL AS STATED HEREIN.

THIS APPLICATION AND THE INFORMATION CONTAINED HEREIN ARE TRUE AND CORRECT AND COMPLETE, TO THE BEST OF MY KNOWLEDGE.

DATE: January 25, 2007

BY:


Nancy S. Tivol, Executive Director

RESOLUTION/CERTIFICATION:

To be completed and submitted by January 31, 2007


WE, THE BOARD OF DIRECTORS OF Sunnyvale Community Services DO HEREBY RESOLVE THAT ON January 23, 2007, THE BOARD REVIEWED THE OUTSIDE AGENCY APPLICATION, ENTITLED, Emergency Assistance TO SUBMITTED TO THE CITY OF SUNNYVALE FOR FUNDING CONSIDERATION FOR FISCAL YEARS 2007-2008 & 2008-2009 AND, FURTHERMORE, THE BOARD IN A PROPER MOTION AND VOTE APPROVED THIS APPLICATION FOR SUBMISSION.

FURTHERMORE, WE HEREBY CERTIFY THAT THE AGENCY MAKING THIS APPLICATION IS 1) NON-PROFIT; 2) TAX EXEMPT; AND 3) INCORPORATED IN THE STATE OF CALIFORNIA, AND HAS COMPLIED WITH ALL APPLICABLE LAWS AND REGULATIONS.

TO THE BEST OF OUR KNOWLEDGE, ALL INFORMATION PRESENTED HEREIN IS CORRECT AND COMPLETE.

DATED: January 25, 2007

BY:


Sharon Davis, President of the Board
on behalf of the Board of Directors

NATIONAL OBJECTIVE

- A. Limited Clientele Activity:** Our program has eligibility requirements which limit the activity exclusively to low and moderate income persons.

B. How activities address the national objectives

Based on first quarter statistics for 2006-07, 86.4% of our clients have very low incomes, 13.2% low incomes, and .4% moderate incomes using CDBG definitions. Every family must produce proof of Sunnyvale residency, the number in the family, and income level and sources. Our services address the most basic needs of low-income people: shelter, food, and access to medical care. The purpose of the emergency assistance services we provide is to keep families from falling through the "safety net," from becoming homeless, from living in substandard conditions, from experiencing hunger and malnutrition, and from experiencing health problems when medical care could have prevented or treated the illnesses. Virtually all of our clients are Sunnyvale residents. However we also assist homeless families regain permanent housing if they can prove they can afford monthly bills. In most cases, they need help with the required deposits.

A(1-3). INTRODUCTION. SCS was founded in 1970. Through the strategic planning process, the Board of Directors has modified the mission and services of the agency over the years to focus all financial and human resources on our clients' two most pressing needs—financial aid and food. Our mission is “to prevent homelessness and hunger for low-income families and seniors facing temporary crises.” (Articles of Incorporation, By-Laws, and Tax Exempt Federal and State letters are on file with the City. Roster attached.)

B. PROJECT DESCRIPTION AND NEED

1. **Need.** The problems are those facing low-income families and seniors living in the county with the highest real estate values in the country and the highest percentage of employees who don't receive any benefits, including paid sick leave (40% here, 25% nationally). The few dollars left each month aren't sufficient for a doctor visit, prescription, or car repairs, and if those expenses are paid, there isn't enough for rent, utilities, and food. Our programs address these problems directly: **financial assistance** for rent, deposits for homeless working families, utilities, medical care and prescriptions, car repairs, and other critical bills; **four food programs** (monthly programs for families and seniors, daily emergency distribution, Kids Summer Food Program); **Community Christmas Center** (two week supply of food, gifts for infants through teens, and a practical household gift for every family); **budgeting assistance and counseling; information and referral services; and outreach and education programs.** (We also sponsor the Chinese Seniors Club of Santa Clara Valley, but those activities are not included in this proposal's objectives.)
2. **Four changes over last 12 months**
 - ***More food.*** We were among the first in the county to benefit from the Food Bank's Produce Mobile. We distributed 23% more in-kind aid in 2005-06 than in 2004-05 (\$814,635 and \$661,778 respectively).
 - ***Capacity.*** We purchased seven new freezers and refrigerators to store more donated refrigerated and frozen foods. We provided over 300 seniors with shopping carts as many returned food too heavy to carry.
 - ***More financial aid.*** Last year, we distributed \$567,630 in financial aid compared to \$490,061 in 2004-05.
 - ***Sharing space.*** SALA attorneys serve Sunnyvale clients once a week at SCS.
 - ***Food Stamp Outreach.*** We are the first agency in the county to participate in this program.
3. **Evidence to support need for services**
 - ***City statistics.*** The 2005-2010 Consolidated Plan shows that 9.2% of Sunnyvale's population as extremely low income, 9% as very low income, and 9.1% as low income using HUD income definitions.
 - ***School district.*** 42% of Sunnyvale School District students qualify for free or reduced price meals by federal poverty standards (almost all qualifying for free breakfasts and lunches)—up 3% from 2004.
 - ***United Way.*** United Way Silicon Valley recently identified Sunnyvale and Milpitas as the two fastest growing areas of poverty in the county.
 - ***Food Bank.*** A recent hunger study identified two Sunnyvale zip codes among the ten “neediest” in the county in terms of those experiencing hunger or food insecurity (not having enough food all month).
 - ***SCS statistics.*** The skyrocketing amount of aid we distribute is itself a measure of increased need.
4. **Avoiding duplication.** United Way and several other funders divide the county by zip codes to eliminate duplication and milking the system. Our service “territory” is the City of Sunnyvale. We work with churches and other groups to eliminate duplication within Sunnyvale itself.
5. **Waiting list.** There isn't any. We see clients everyday without appointments. If they bring the documentation we need and if we can verify the information, they can walk out of the building with financial aid and/or food in 30 minutes—crucial dealing with eviction and utility shut off notices.
6. **Collaboration.** We collaborate with at least 20 other agencies a week connecting our clients with other services they need (e.g. housing, health, mental health, employment, legal, landlord-tenant, shelter, substance abuse, counseling, education, transportation, and domestic violence programs), and those agencies refer clients to us. We participate in county and state coalitions working to eliminate or to reduce the problems themselves. We serve committees for CalWORKS, County Safety Net, Food Bank, Camino Medical Group, El Camino Hospital, and Sunnyvale CARES.

7. **Future plans/funding.** No corporation, government entity, or family commits to permanent, ongoing funding of SCS, so our challenge is to try to make sure each grant or contribution is renewed. We base budget projections using previous year-end totals and excluding first-time and one-time grants/contributions. We have been successful in raising more funds every year for two decades, with one exception during the "dot com recession" when revenue fell only 7.8%, much less than experienced by most other nonprofits that year.
8. **Client income.** Based on first quarter statistics for 2006-07, 86.4% of our clients have very low incomes, 13.2% low incomes, and .4% moderate incomes using HUD definitions. Income is documented in the intake process as is proof of residency, number in the family, and income sources. For financial aid, we also require pay/benefit stubs, completion of a three-month budget form, and, in some cases, tax returns. Caseworkers verify all information with calls or faxes to employers, government agencies, landlords, the Assessor's Office, medical offices, etc.

C. PROPOSED OUTCOME MEASURES

1. **Performance measures.** The outcomes reflect our core mission and what's most needed by our clients: financial and in-kind aid. Our key measurements are the amounts of financial and in-kind aid distributed and whether they were enough to meet our clients' needs. We measure the number of financial and in-kind cases (families) and the total number of individuals served.
2. **Evaluating effectiveness.** Total success is having enough money and food to serve every eligible family, and we are the only emergency assistance agency in the county that has done so—now and for the last 15 years. We measure the number and value of services provided rather than the number of individuals served because it is difficult to project how many people will be in each family. Furthermore, the amount of money given may be the same or more for a family of two than a family of five depending on the need. Our client satisfaction survey (published on our website) shows the quality and effectiveness of services we provide.
3. **Focus of funding/priority needs.** Our expenses reflect our focus on helping our clients. In 2005-06, only 12% of total expenses went to management and fundraising. Of the 88% (\$1,811,124) for client/program services, 31% (\$567,630) was financial aid provided to clients, 45% (\$814,635) was food and other in-kind aid distributed to clients, and 23% (\$417,423) was staff support and related expenses.
4. **Low-Moderate income beneficiaries.** The annual unduplicated client count ranges between 7,000 and 7,500. The unduplicated client number has decreased over the past several years as larger poor families can no longer afford to live in Sunnyvale and as we are helping many more seniors, primarily single. However, a family may come for financial aid once, food for 11 months, and the Christmas Center. However, fewer unduplicated clients doesn't mean decreased business or less spent on client aid—quite the contrary.
5. **Goals and objectives.** Our goal is to provide financial and in-kind aid to every eligible client. Our Board develops "worst-case" budgets and objectives, then we work hard to increase revenue and/or the amounts distributed in both categories. Goals and objectives are listed on the attached forms.

D. CREDIBILITY/PERFORMANCE/CAPACITY

1. **Experience.** SCS has a 36-year record providing services in Sunnyvale, the last 16 of which have concentrated on emergency assistance. We have exceeded requirements of every contract from every funder and have a long record of 100% clean audits.
2. **Fiscal and organizational capacity.** Over the last 15 years, we have:
 - quintupled our budget from \$400,000 to over \$2,000,000;
 - significantly increased financial aid for clients from \$34,000 in 1991 to \$567,630 in 2005-06;
 - significantly increased participation in our food programs from 80 families in 1991 to 1,200+ now; and
 - reduced paid staff from 12.5 to 7.5 FTE by focusing our services, with innovative and collaborative programs, and by developing an effective volunteer program—volunteer hours equal 9 full time employees.

3. **Staff expertise.** The 7.5 full time staff members have worked at SCS for a combined total of 96.5 years. Three have masters' degrees, and five are bilingual. Three staff members have been honored as the City's Distinguished Citizen of the Year. Five have graduated from Leadership Sunnyvale, and the Executive Director has been a presenter/day facilitator since the program began. The Center for Excellence in Nonprofits named SCS' Executive Director as one of the five outstanding nonprofit leaders in Santa Clara and San Mateo Counties.
4. **Agency performance with Sunnyvale grants.** We have exceeded all benchmarks in City grants for at least 15 years. The following are the number of services (financial+in-kind) provided in the last three years compared to the performance goal:
- | | <u>goal</u> | <u>actual</u> |
|---------|-------------|---------------|
| 2005-06 | 734 | 11,921 |
| 2004-05 | 1,938 | 11,947 |
| 2003-04 | 2,040 | 11,547 |

Please note that SCS met recently with City staff to revise the unit of service and cost per unit. (See the detailed explanation preceding the Cost/Service Unit form.)

5. **Length of providing service and past results.** SCS has been providing services since 1970, and the awards listed below in Section F I show how funders and community groups have viewed our quality of service.

E. PROJECT BUDGET

1. **Leveraging other resources.** In the early 1990s, our budget was \$400,000 and came in three equal parts from government, United Way, and the community. In 2006-07, with a budget over \$2,000,000, 4% comes from United Way, 12% from government (City, County, and federal), and 84% from the corporate/community sector. While this diversity improves and helps insure the financial stability of the agency, it also requires substantially more effort to secure "all the pieces of the funding pie" each year.
2. **Realistic funding request:** \$98,212. From 2004-05 to 2005-06, the amount of financial aid we raised and distributed increased from \$490,061 to \$567,630 (16%), and the amount of in-kind aid increased from \$661,778 to \$814,635 (23%). Combining those amounts results in an overall increase of 20%. (It should be noted that these amounts reflect only amounts given "out-the-door" to clients, not the cost of providing those services.) We request a 20% increase over the grant received for 2006-07, which is \$127 less than our grant amount for 2005-06. (Please see Cost/Service Unit chart for explanation of revised unit costs and objectives.)
3. **Sunnyvale funds as appropriate resource.** As Sunnyvale is our "territory," other funders look at how much support we receive from the City of Sunnyvale, the entity they believe should best understand our services and their impact. We have been asked directly how much support we receive from the City and whether the amount has increased or decreased.
4. **Status of other resources for 2007-08.** This is our first application for funding for FY 2007-08, so all other resources are pending. Our budget is based upon our track record of raising funds from each funding source.

F. VIABILITY/INNOVATION

1. **Recognition of best practices**
- ***Management Excellence Award.*** Honored as one of two nonprofits in greater Northern California (Fresno to Oregon) to receive the award from Chevron Corporation and Management Center.
 - ***United Way awards.*** Received two awards for Outstanding Performance, Innovation, and Collaboration.
 - ***United Way reviews.*** Received 96.9 points of a possible 100 (in top 5 of 93 agencies) in the last review. Received 97.6 points of possible 100 in last review of the ten emergency assistance agencies for quality and quantity of services provided, use of volunteers, collaboration, leveraging, and Board effectiveness.
 - ***FEMA ranking.*** Highest ranked agency among the 24 in the county receiving FEMA funds, scoring a 10+ on a one to ten scale.
 - ***Award of Excellence.*** First recipient of the award given by the Sunnyvale Chamber of Commerce for exceptional quality and quantity of services.

- *Athena Award.* Given to two Board Presidents, one Board member, and the Executive Director (awarded to women demonstrating professional excellence, community service, and effective mentoring).
 - *Housing and Human Services Commission Chair.* Four current Board members and one past Board member chaired the commission.
2. **Internal review undertaken.** The Board of Directors reviews all program evaluations from funders and hears directly from the auditor each year. The Board also undertakes some form of internal review during each three-year strategic plan period.
- *Operations Effectiveness Review.* In 2001, we hired a consultant to review administration, governance, service delivery, accounting, resource development, and human resources. We received 14 of 15 possible points. As a result of the review, we made many changes to our policies and procedures to keep up with changing requirements and government regulations.
 - *Effective Boards.* In 2004, the Executive Board and staff attended a seminar on Effective Governance presented by Dr. Richard Chait from Harvard Business School sponsored by the Center for Excellence in Nonprofits. Subsequently, the Board hired a consultant to present the material to the entire Board which later evaluated itself using Chait's Six Competencies and Seven Best Practices of Effective Boards.
 - *Risk Management Assessment.* Currently, the Board is undertaking a comprehensive risk management assessment using the instrument from the Nonprofit Risk Management Center in Washington, D.C. The areas covered are employment practices, contracts, special events, harm to clients, transportation, internal controls, technology, facilities, and insurance.
3. **Summary of success in implementing program.** As mentioned previously, SCS has a demonstrated track record of and awards for management excellence and outstanding service. Our dedicated staff is long-term with virtually no turnover. Our Board members are active, knowledgeable stewards effectively overseeing fiscal management and program delivery, making policy, and giving direction. We have a track record of having very dedicated volunteers—250 throughout the year and 600 during the holidays—many of whom have been at the agency for over 10 years. We are fiscally sound and consistently receive 100% clean audits. Through ongoing fundraising and public relations efforts, we have been able to increase our budget and the amount of aid given to clients to keep just slightly ahead of skyrocketing need.
4. **Operational agreements.** SCS provides free office space for Senior Adults Legal Assistance each week as it provides services to Sunnyvale residents. We have agreements with county Social Services Agency to provide its family orientation program at our office. These classes are required for parents of any child "in the system." Having a north county location has significantly improved attendance. On food distribution days, we have "parking lot visitors," information vans from other programs helpful to our clients: First Five, legal, landlord-tenant, and health services. Programs with similar missions and clientele use our meetings rooms free of charge, e.g., the Sunnyvale Day Care Provider Network and County Foster Family program.
- G. **MATCHING/LEVERAGING FUNDS.** As mentioned previously, we have demonstrated for over 15 years the ability to increase and diversify our funding significantly in the corporate, government, and private sectors. Our most recent "leveraging success" was our building. We needed to relocate as we were losing both 3,700 sq. ft. of donated office space and 4,000 sq. ft. of donated off-site storage space. Thanks to remarkable collaboration and very generous donations, we were able to purchase an 11,800 sq. ft. building, and our share of the total \$3 million costs was only 10%.
- H. **RELATIONSHIP TO CITY POLICIES**
1. **General Plan.** The programs provided by Sunnyvale Community Services relate directly to the Socio-Economic Element of the City's General Plan, both to major findings listed in the Executive Summary and to goals and policies.

The relevant major findings include:

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- the growth of Sunnyvale's diverse minority population and its implications on services;
- the fact that economic affluence is not universal among Sunnyvale residents;
- the city's growing senior population, its growth as relative percentage of population, and implications for senior services;
- the shrinking school districts' budgets and their effects on student services;
- the high cost of health care/insurance and the problem of providing health care to the indigent and uninsured patients;
- the influx of refugees and the inability of the human service system to meet their needs; and
- the continuing need to provide services to the disabled.

The relevant goals and policies include:

- Policy 5.H.3, "Encourage the provision of services for older adults in Sunnyvale," relates to our financial and food assistance for seniors (and our sponsorship of the Chinese Seniors Club of Santa Clara Valley).
- Policy 5.H.6, "Support the provision of emergency shelter to Sunnyvale residents." SCS does provide funds to pay for emergency shelter for a limited number of clients (motel vouchers), but motel stays for our clients are expensive and a short-term fix, not a long-term solution. However, most of the agency's emergency assistance funds are used to prevent homelessness, to enable families facing temporary crises to remain in their homes and not be evicted. We also help homeless families regain permanent housing funding their deposits.
- Policy 5.H.7, "Encourage the provision of programs that provide assistance in the acculturation and assimilation of refugees into the community," relates directly to our programs which provide multilingual assistance with casework through staff and volunteers (and sponsorship of the Chinese Seniors Club).
- Policy 5.H.9, "Encourage programs and services that address the special needs of the disabled population and assure that disabled individuals have access to services," relates to our casework, specifically one caseworker with 42 years of professional and personal experience in assisting people with disabilities.
- Policy 5.H.11, "Encourage the adequate provision of social services to Sunnyvale residents" and Goal 5.1.J, "Encourage and support a network of human services that provides for the basic needs of Sunnyvale's residents," relate to all of SCS' services.

The proposal merits favorable consideration under Policy 5.J.5 because

- agency programs do not duplicate existing services;
 - SCS programs address significant community needs;
 - agency services augment but do not duplicate services directly provided by the City;
 - SCS is the logical provider of these services with a 36 year proven record of service;
 - SCS provides those services cost-effectively by using the services of hundreds of volunteers and by soliciting substantial in-kind donations, saving the City the cost of implementing the same services; and
 - SCS services are compatible with the City's policies, goals, and action plans.
2. **Consolidated Plan.** Summarizing Chapter 1-1 of the City's 2005-2010 Consolidated Plan, the preparation of the plan was "guided by three major commitments and priorities expressed by HUD"—all of which relate directly to services provided by SCS:
- providing decent housing by helping the homeless acquire housing and increasing the availability of affordable housing,
 - providing a suitable living environment, and
 - helping low income persons achieve self-sufficiency.

SUMMARY OF FUNDING REQUEST

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Agency Name: Sunnyvale Community Services

Contact Person: Nancy Tivol

Program Title: Emergency Assistance

Phone: (408) 738-0121

Fiscal Year(s) 2007 & 2008

SUNNYVALE**Total Proposed Program Budget – City of Sunnyvale**

	<u>Amount</u>
Sunnyvale Funding Requested*	98,212
Other jurisdiction CDBG Funds Requested	0
ESG Funds	0
HOME Funds	0
HIV/AIDS HOPWA	0

Other Funds: - Please list by source*(Include all other funding that is committed or anticipated for this activity during 2007)*

	<u>Amount</u>
County	61,201
FEMA	78,000
United Way	125,000
Housing Trust of Santa Clara County	12,500

Private Funds: - Please list by source**Amount**

Individuals	497,000
Corporate/foundations	465,026
Special events	40,000
In-kind donations from all sources	800,000
Interest/dividends/other	20,000

TOTAL \$2,196,939

* The amount requested is for one budgetary cycle, 2007, and the same amount will be carried over for 2008. Please be aware that awards are subject to performance and the availability of budgeted funds.

Agency Name: Sunnyvale Community Services

Contact Person: Nancy S. Tivol Page 16 of 25

Program Title: Emergency Assistance

Phone: (408) 738-0121

RFP Program Year 2007 and 2008

Based upon the cumulative benchmarks and performance indicators, complete the following breakdown in order to best determine the unit cost or value of the priority service your agency will provide with the funds awarded by City of Sunnyvale. Divide the proposed service unit into the funding award to determine unit cost that will be earned by the agency as services are provided.

Specify: Primary Activities (only, i.e., bed night, counseling session, etc.)

1. Financial assistance cases
2. In-kind assistance cases

Cost/Service Unit: (Overall)

(Calculate the total City of Sunnyvale grant ÷ Proposed # of Service Units)

Activity	Total Amount	÷	Service Units	=	Per Unit Cost
1. Financial cases—City portion	\$84,480	÷	152	=	\$550
Financial cases overall	at least \$550,000		at least 1,100		
2. In-kind cases—City portion	\$14,732	÷	173	=	\$85
In-kind cases overall	at least \$800,000		at least 10,000		
3.		÷		=	
4.		÷		=	
5.		÷		=	
TOTAL		÷		=	

Number of Unduplicated Clients to be Served (per Service Unit):

The number of unduplicated clients per unit of service depends upon the size of the family receiving help. After speaking with city staff, we are providing the following information regarding our client statistics:

We project at least

- 7,000 unduplicated clients—counting each person once per year regardless of the number of services each receives
- 1,090 financial assistance cases overall (serving approximately 3,200 people)
- 10,000 in-kind assistance cases overall (serving approximately 28,000 people)

(Office Staff Use:)

Actual Council Award \$ _____ / Unit Cost \$ _____ = Units to be provided _____ (Ind. or HH)

UNITS OF SERVICE

ATTACHMENT A
Page 17 of 25**1. Unit of Service—Information**

After consulting City staff, we have changed the basis of establishing units of service and unit costs. Most if not all other nonprofits funded by the City of Sunnyvale have only a part of their clientele who are Sunnyvale residents. Their proposals reflect services provided to Sunnyvale residents only. For the most part, those agencies provide one service: nights of shelter, hours of counseling or legal services, number of meals served, hours of activities, etc.

99% of our clients live in Sunnyvale or are homeless. In the past, we provided a wider variety of services and a "laundry list" of program objectives to the City. Then, the City paid a percentage of our overall budget when it was much smaller (7%-8%). As a result of intensifying need, our Board focused all our resources—financial and human—on two basic services most needed by our clients and not provided by other agencies—financial aid and food. When our contract was changed from general support to a fee for service basis, a former City staff member established the reimbursement rate for services provided at \$38 per financial assistance case and in-kind assistance case up to a maximum of the grant amount. The reimbursement rate was arbitrarily determined and did not reflect the actual cost of the aid provided or the cost to deliver it. Several years later, we suggested the per case amount be raised to \$100.

In a recent meeting with Housing Department staff, we discussed revising both the unit of service and the cost per unit to make each more realistic. We will still use financial aid and in-kind aid cases (families serviced), but we will separate them as the amounts involved are substantially different. The average amount distributed per financial aid case last year was \$488. Through the first two quarters of the current fiscal year, the amount was \$545. This category includes rental and deposit assistance averaging over \$1,100 per case, utility and medical payments averaging \$300, gas vouchers worth \$25, shoe vouchers worth \$20, and bus passes for \$4.50. In-kind services averaged \$75 per case last year and \$82 per case through Q2 2006-07. This amount was lower than we expected, but that is due to serving more single seniors and couples as opposed to larger families. The highest in-kind expense is the Community Christmas Center which distributed an average of \$290 of food and gifts per family in 2006. Monthly food bags for families average \$125 and \$40 for single seniors. These prices include food purchased at substantial discounts (between 40% and 60% off). Of the \$814,635 of in-kind aid distributed, we purchased about 10% and raised the rest through donations. Each year, the amounts required per case increase, both for financial and in-kind cases.

For this proposal, we value financial aid cases at \$550 and in-kind cases at \$85. Please note that these amounts do not include the cost of delivering the service, only the value of what clients receive. Caseworkers may spend several hours with a client determining eligibility for financial aid if they initially didn't bring required documentation. They may spend only a few minutes distributing emergency food and may provide multiple services to a single family. Caseworkers also help distribute food, work at the Christmas Center, etc. so it would be difficult and artificial to determine the cost of providing each financial and in-kind case. As emergency assistance is our only program, other funders accept our agency budget as the program budget.

It should be also be noted that as the City supports our general operations and funds only a portion of our overall services. The number of services we provide far exceeds those that could be funded with City funds alone. Therefore, our proposals list two numbers for each objective—the total objective for each service and the number of cases City funds would cover. The total objective has remained relatively the same, adjusted downward with decreased funding. For 2007-08, we have increased the overall goals to better reflect actual performance.

2. Description of Unit Services in 2006-07

For the last two years, we used two performance objectives—financial and in-kind cases combined at \$100 each and Community Christmas Center cases at \$271 each. The contract for 2005-06 listed the total overall goal and the portion to be funded by the City. For 2006-07 contract only listed the number of cases funded with City funds. Financial and in-kind cases were funded with CDBG funds; the Christmas Center cases, with City General Funds. We submitted one proposal, and the amount from each funding source was determined by City staff.

2005-06 year end

	Total annual goal	City funded portion	Total services provided	Financial	In-kind
Financial and in-kind cases	7,500	645	10,709	1,105	9,604
Community Christmas Center	1,000	74	1,055		

2006-07 through Dec. 31

Financial and in-kind cases	7,500	645	6,734	637	6,027
Community Christmas Center	1,050	64	1,124		

3. Proposed 2007-08

Financial cases	1,100	152
In-kind cases	10,000	173

To determine the division of City support between financial and in-kind assistance, we added the amount we paid for food, grocery store scrip, and other commodities we distributed through our food and in-kind services to the amount we distributed as financial aid then calculated percentage each category was of the total: 85% for financial aid and 15% for in-kind aid.

PROGRAM GOALS AND OBJECTIVES

ATTACHMENT

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- A. Provide at least 1,090 financial assistance services (cases) to low-income Sunnyvale residents in immediate need/crises in order to sustain their health, safety, and welfare at an acceptable level of subsistence.
- B. Provide at least 10,000 in-kind assistance services (cases)—primarily food, but also toiletries, gifts through the Community Christmas Center, and other in-kind assistance—to help stretch clients' limited resources.

PERFORMANCE INDICATORS

Objective Number	Specific Activities	Performance Indicators	Cumulative Benchmarks			
			9/05	12/05	3/06	6/06
A.	Provide at least 1,090 financial aid cases	Number of financial assistance services	272	545	818	1,090
	City funded portion		38	76	114	152
B.	Provide at least 10,000 in-kind aid cases	Number of in-kind	2,500	5,000	7,500	10,000
	City funded portion		44	88	131	173

	Agency/CDBG 2006-07	Agency/CDBG 2007-08	
EXPENSES			
PAID SALARIES	430,246	456,061	
EMPLOYEE BENEFITS	49,262	56,651	
PAYROLL TAXES	37,327	54,727	
PROFESSIONAL FEES	24,000	24,000	
SUPPLIES	12,000	13,000	
TELEPHONE	11,500	12,000	
POSTAGE	13,000	13,500	
OCCUPANCY	35,000	36,000	
EQUIP. & MAINTENANCE	8,000	9,000	
PRINTING & PUBLICATIONS	19,000	20,000	
TRAVEL	1,000	1,000	
CONFERENCES/MEETINGS/TRAINING	7,500	7,500	
EMERGENCY ASSISTANCE			
Financial aid	525,000	550,000	
In-kind aid	775,000	800,000	
MEMBERSHIP DUES	7,500	7,500	
MISCELLANEOUS	12,000	12,000	
INSURANCE	20,000	22,000	
CDBG LOAN INTEREST	12,000	12,000	
DEPRECIATION	90,000	90,000	
TOTAL EXPENSES	2,089,335	2,196,939	
NOTES:			
1. All of our services are in Sunnyvale, and our only program is emergency assistance. Therefore, our agency, Sunnyvale, and CDBG budgets are identical.			
2. Our Board policy is to adopt a "worst case" budget figuring expenses liberally and revenue conservatively (eliminating first-time grants and those without a track record). However, for the past 15 years, we have exceeded conservative income estimates. Almost all of the additional revenue goes "out-the-door" as financial and in-kind aid for clients.			

Functional Management:

- A. Has an audit been performed on the proposing organization's accounting procedures within the last two years? Submit copy of latest audit.
Yes ☒ No ☐ If so, name of auditor Deborah Daly, C.P.A.
- B. Is the agency audited every year? ☒ Yes ☐ No
- C. Were any management letters issued as a result of the last audit? If yes, explain. None
- D. Is your organization currently on probation or under investigation by any agency, which is or was a funding source within the past two years?
Yes ☐ No ☒ If yes, explain.
- E. **Board of Directors:**
How often does your Board meet? Monthly, 9 months a year. Also three standing committees each meet an average of 9 times a year.
- F. **Employer Status/Insurance:**
Federal Employer Number 94-1713897
Worker's Compensation Carrier & Policy # and effective date of policy* State Compensation Insurance Policy #0009757-2006, 7/01/06-6/30/07
Surety Bond/Insurance and effective date of policy Great American Insurance Co., #346010205, 5/28/06-5/27/07
Liability Insurance Carrier* Great American Insurance Co.
Policy No. #PAC346010205
Amount of Liability Coverage \$2,000,000
Property Damage (combined with liability) \$2,000,000
Combined Single Limit \$1,000,000
Policy Period 05/28/06-5/27/07
- G. **Civil Rights Compliance:**
Do you have a written policy prohibiting discrimination in employment on the basis of race, color, national origin, age, sex, religion or disability? If yes, attach a copy. Yes, Policy #20, attached
- H. **Americans with Disability Act (ADA):**
Discuss the accessibility of your project, service or physical facility to people with disabilities. What steps have been taken to inform the general public or program participants of your willingness to make accommodations? Our building is handicapped accessible as are the bathrooms. One of our caseworkers has 40 years experience in dealing with persons with disabilities and produces a weekly cable access TV show on all issues concerning disabilities. She is our resident "disability expert" and keeps us up-to-date with any new regulations and about any disability issues.

* Copies of insurance certificates naming the City of Summyvale as an additional insured will be required, if grant is awarded

Sunnyvale Community Services
Nondiscrimination Policy

Policy 20
Date: 4/00

POLICY STATEMENT

The agency will not discriminate in the provision of service, as a condition of employment or volunteer service, in making referrals, or as a condition of membership on the Board of Directors according to the following Statement of Nondiscrimination provided by United Way Silicon Valley.

STATEMENT OF NONDISCRIMINATION

Annually, at a meeting of the governing body of Sunnyvale Community Services, the governing body adopts a policy of nondiscrimination as follows:

1. No person is excluded from service because of age (except as provided by law), ancestry, color, creed, disabled veteran, marital status, national origin, qualified disabled individual, race, religion, sex (except as provided by law), sexual orientation, or veteran of the Vietnam War.
2. There is no segregation of persons served on the basis of age (except as provided by law), ancestry, color, creed, disabled veteran, marital status, national origin, qualified disabled individual, race, religion, sex (except as provided by law), sexual orientation, or veteran of the Vietnam War.
3. There is no discrimination on the basis of age (except as provided by law), ancestry, color, creed, disabled veteran, marital status, national origin, qualified disabled individual, race, religion, sex (except as provided by law), sexual orientation, or veteran of the Vietnam War with regard to hiring, assignment, promotion, or other conditions of staff employment or opportunities for employment.
4. The agency has a written plan for positive action to achieve equal employment opportunity for all persons in the filling of its staff positions including elements such as contracts with various organizations in the community, including minority group organizations; regarding the agency's employment needs, recruitment advertisements in minority group news media where advertising in general media is used to fill jobs, identifying the agency as an equal employment opportunity employer in recruitment advertisements, and using job referral services of only those employment agencies which do not discriminate on the basis of age (except as provided by law), ancestry, color, creed, disabled veteran, marital status, national origin, qualified disabled individual, race, religion, sex (except as provided by law), sexual orientation, or veteran of the Vietnam War in making referrals.
5. There is no discrimination on the basis of age (except as provided by law), ancestry, color, creed, disabled veteran, marital status, national origin, qualified disabled individual, race, religion, sex (except as provided by law), sexual orientation, or veteran of the Vietnam War in membership with the agency, membership on the agency's governing body, or serving as a volunteer with the agency.

SUNNYVALE COMMUNITY SERVICES BOARD OF DIRECTORS 2006-2007

ARTZ, Jeffrey

Principal

Transition Authority LLC

Elected: 1/07; Term expires: 6/10

BLAKES, Vernon

E Learning Operations Manager

Hewlett Packard

Elected: 5/01; Term expires: 6/07

CHAN, Dyan

Partner

LightHouse Blue Communication and Community Relations

Elected: 5/03; Term expires: 6/09

D'ALBA, Ron

Captain, Fire Battalion Chief

Sunnyvale Department of Public Safety

Elected: 6/05; Term expires: 6/08

DAVIS, Karen

Economic Development Manager

City of Sunnyvale

Elected: 5/01; Term expires: 6/07

DAVIS, Sharon

President

Medical Center Representative

Schering Plough, Inc.

Elected: 2/03; Term expires: 6/09

GIBSON, Jim

Vice President

Regional Sales Director

U.P.P.E.C.

Elected: 5/01; Term expires: 6/07

HARMS, Stephen

Customer Service Officer

Union Bank of California, Mathilda Ave. Branch

Elected: 2/06; Term expires: 6/08

HENDRICKSEN, Brenda

Community Affairs Program Manager

AMD

Elected: 2/06; Term expires: 6/08

HURLEY, Coleen
Corporate Real Estate Manager
Juniper Networks, Inc.
Elected: 1/03; Term expires: 6/08

JAMES, Shelly
Director, Human Resources
Sunnyvale Elementary School District
Elected: 5/03; Term expires: 6/09

KUYKENDALL, Marie **Secretary**
Owner/Operator
Kuykendall's Collision Repair
Elected: 5/04; Term expires: 6/07

NABHAN, Julie
Co-owner
Specialty Solid Waste and Recycling
Elected: 5/03; Term expires: 6/09

NELSON, IrisAnn
Owner/Operator Bunny Hutch Day Care
Sunnyvale Family Day Care Provider Network
Elected: 5/04; Term expires: 6/07

OWENS, Debbie Lyn
Owner
Debbie Lyn's Costumes
Elected: 6/01; Term expires: 6/07

PAYNTER, Bruce
Senior Director, Site Operations and Corporate Asset Services
Applied Materials
Elected: 6/06; Term expires: 6/09

PAZMANY, Peter **Treasurer**
CEO/President
Advanced Solutions In Logistics, Inc.
Elected: 6/01; Term expires: 6/07

PHILLIPS, Clare
Manager, GI Department
Camino Medical Group
Elected: 1/07; Term expires: 6/10

PLANT, Pat
Program Manager and Hunger Advocate
San Jose Presbytery
Elected: 5/03; Term expires: 6/09

SIMMS, Dee
Co-owner'
Toyota Sunnyvale
Elected: 6/05; Term expires: 6/08

SMITH, Nancy
President, Visage Consulting
Senior Technical Writer, NVidia
Elected: 2/06; Term expires: 6/08

VALERIO, Manuel
Corporate Community Relations Manager
Fry's Electronics
Elected: 6/06; Term expires: 6/09